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MEMORANDUM FOR: [REDACTED] Approved For Release 2005/07/28 : CIA-RDP92-00455R000100140002-8
Center for The Study of Intelligence

DD/A Registry
84-1460

FROM: [REDACTED]

SUBJECT: Demographic Research of the Agency

DATE: 29 September 1983

Justification

Doing demographic research on the Central Intelligence Agency provides a valuable tool for Agency managers. As I conceptualize the process, analysts would do for the CIA what they do for foreign countries: analyze patterns, identify trends, be alert to changes in trends, forecast future problems in a timely fashion, and so on.

One of the most valuable kinds of research is to provide data which document what "everyone already knows". It is one thing to have the sense of a problem, quite another to have the facts and figures. The analogy that suggests itself is that there is an important difference between thinking there is a connection between smoking and lung cancer, and demonstrating it. The most obvious benefit of attempting to demonstrate it is that the proof also suggests the remedy. In the process, parts of the problem come into sharper focus and a vague "knowing" crystallizes into certain knowledge. It may also happen that what is thought is disproven.

Cost and Researchers

While an assessment of cost-benefits is not mine to make, I would point out that the major cost to date has been in my salary. There were no other costs such as special programming other than the amount spent by IAB to produce a few "current employee" computer runs.

It would be easy to think up questions which would require expensive special programming, but there is a great deal which can be achieved with shelf reports and interviewing.

To do an entire study of the Agency thoroughly, addressing those issues of concern to managers, would probably take one or two researchers between one and two years. This investment could be viewed as an initial investment in an on-going effort. Once done, the Agency's "demographics" could be up-dated annually (or monthly) so that managers would always know exactly where they stand on any given issue.

The biggest hurdle this summer was to acquire enough data to demonstrate what could be done with it. This took so much time that several other parts of the research were postponed--for example, more

extensive interviewing. Full-scale research would involve continuing the job of acquiring numerical data and analyzing it, and the interviewing with a corresponding analysis of those results.

If full-scale research is chosen, perhaps a team effort would be best. I strongly recommend someone with a background in anthropology, sociology, or cultural geography. These disciplines specialize in holistic views of entire societies and/or organizations.

Research Choices and Strategies

The first step is to decide whether to do full-scale research, with a mix of interviewing and numerical analysis, or whether to pursue only those questions which can be answered with available, electronically retrievable data.

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One strategy for arriving at this choice is to use the memorandum sent by Mr. Hirsh of the DDS&T. A meeting with of IAB would clarify which of the DDS&T topics could be addressed through electronic retrieval of data, and at what cost.

Other Directorate representatives might also respond to the DDS&T outline, indicating which issues are pertinent and/or of greatest interest to them. This might result in consensus about the most vital issues to pursue and help to focus the study. One of the greatest difficulties is setting realistic parameters, because the more one learns, the easier it is to think of more questions to ask.

MEMORANDUM FOR: Associate Deputy Director for
Administration

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VIA: Director of Training and Education

STAT Per your request, here are memorandums and data showing the status of the Agency demographic project as of last fall.

[redacted] has asked the Office of Personnel to assign an officer to the Center for the Study of Intelligence to pursue the project.

STAT [redacted]
CSI/OTE

Date 16 May 84

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